

78-5168/1

25 APR 1978

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

FROM : F. W. M. Janney
Director of Personnel

SUBJECT: Implementation of DDCI Memorandum on
Uniform Promotion System

REFERENCE : DDCI memo dtd 7 Apr 78, subj:
Uniform Promotion System

1. In response to referent memorandum, it will be necessary for you to take the following actions:

a. Establish promotion plan targets. This has already been done by the Directorate of Operations. OP has circulated promotion projections to the other Directorates for your use in establishing the targets. If you anticipate problems because we are already so far into FY 1978, please inform me. You may need to establish an internal mechanism to monitor and allocate promotions among your subgroups.

b. Apply the "three per cent rule" on the basis of:
(1) ranking and (2) evaluative determination of the employee's value and potential. Employees not evaluated within the lower two "descriptor" groups should not be subject to identification as falling under the "three per cent rule."

c. With respect to employees identified under the "three per cent rule," establish an independent review panel to "review each case on its individual merits and present its findings to the head of the career service." In addition, notify me of the names of members of the panel as soon as they have been designated.

d. Develop and publish additional promotion criteria by 15 May. The need here is to specify the key factors that affect selection for promotion. Among these is comparative ranking. The basis for ranking should be made specific. For example, if "effectiveness," "personality," and "potential" are key considerations, how is each evaluated and what are the weights, if any, assigned to factors and sub-factors? You should pay special attention to any subgroups that use vague and/or unspecified bases for ranking employees. In addition, you may wish to specify skill and knowledge levels required. If you anticipate problems meeting the deadlines, notify me of your action plan and proposed schedule.

e. Change board and panel procedures, as needed, to incorporate the new inviolability of the rankings and recommendations for promotion. Where boards and panels have not previously had responsibility for making promotion recommendations, they now have that responsibility. You may wish to reconsider the composition of the boards and panels accordingly, especially if comprised of relatively junior employees.

f. Prepare a revised schedule for fitness reports, comparative evaluation, and promotion lists. As this schedule is to be standard for the Agency, the action belongs to the Office of Personnel in consultation with you.

g. Revise the personnel handbook of your Career Service as needed. As some other personnel policies are also being reviewed and revised, you may wish to assemble the changes and then put out a comprehensive revision. This does not obviate a need to provide employees early notification of changes in procedures and of promotion targets. The Office of Personnel will prepare the necessary changes in the Regulations.

2. Under separate memorandum of 13 April, the DDCI instructed you to initiate planning and to undertake actions leading to the establishment by 15 May 1978 of a Senior Secretarial Panel at the Career Service level. Our guidance for this is being prepared separately.

(Signed) F. W. M. Janney

F. W. M. Janney

cc: DDCI

Att
Reference